IT Acquisition Management Transformation Rapid Improvement Team (RIT)

PM / Pilot Team Meeting

19 November 2002

Agenda PM / Pilot Team Meeting

- Pilot Status – Update
- Risk-Balanced Oversight (SA-CMM review)
- AIM Status & Review
- PM Status Review & Issues
  - Brief Update on each Program.
  - What are you doing differently?
  - What is working & what is not working?
  - Areas of Concern.

Pilot Background

•Background
•Pilot Status and
Interim Results
•Integration with
New JS Process
•Conclusion

- Senior IT Principals held an offsite in August 2001 and developed a set of recommendations to enable delivery of mission-effective IT to the warfighters in 18 month cycles or less
- On 31 October 2001 you:
  - Approved the RIT progress to date
  - Directed the piloting/evaluating of the recommendations
- On 21 December 2001 you signed a memo delegating a set of Major AIS programs as ACAT 1Cs for the Pilot
- We want to tell you about our accomplishments to-date

Note: Technically, the RIT concluded when the recommendations were briefe
in October 2001, but we kept the acronym because everyone was familiar wi

RIT Pilot Phases & Milestones

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Jan 02 | Jun 02 | Dec 03 | Mar 04

WE ARE HERE

Phase 1 Organization

- **Pilot Formulation**
  - Pilot Team Formed
  - Pilot Projects Status Updated
  - Recommendations Reviewed
  - Component Oversight Clarified
- **Risk-balanced Oversight**
  - Risk Radar, P/C/S
  - SW Acquisition Capability
  - Metrics Selected
- **Portal Approach Formulated**
  - Army AIM
  - Air Force SMART
  - DAU PMCoP

Phase 2 Execution

- **Implement Pilot Process**
  - Component Decision Process
  - PEO/PMO Risk Management
  - SW Acquisition Capability
  - Observe Component Decision Process
  - Portal-based RIT Team Insight
  - Move to information-based insight
- **Implement a DoD IT/NSS CoP**
  - To share Pilot information with the entire IT community_

Phase 3 Evaluation

- **Final RIT Pilot Report**
  - Blueprint for IT Acquisition

RIT Pilot Major Thrusts

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- ***Risk-Balanced Oversight*** *- The allocation of appropriate supervision and oversight resources consistent with:*
  - *The risks of the investment and;*
  - *The goal to manage and oversee programs at the lowest competent and capable level.*
- ***Doc X*** *- The sum of information needed to enable a decision maker to set the program on a given acquisition path with a defined level of oversight appropriate to the risk involved*
- ***Information*** *- Utilize an information-based portal providing real-time visibility of IT programs in a joint/shared, secure database open to the community to pull from to do their job*

Pilot Program Oversight Approaches

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- **AF (GCSS-AF, ILS-S, IMDS, SCS, FIRST, GTN-21)**
  - **EADR (Evolutionary Acquisition Development Review)**
  - **Decision Authority - PEO- Brig Gen (sel) Dehnert /Ms Williamson**
- **Health Affairs (TMIP)**
  - **Capitalize on existing MHS IM/IT program governance**
  - **Decision Authority - ASD (Health Affairs) - Dr. Winkenwerder**
- **DISA (GCSS-CC/JTF)**
  - **Periodic reviews to monitor progress following initial program review**
  - **Decision Authority - Principal Director - Ms McCoy**
- **Army (TC-AIMS-II)**
  - **Draft DA acquisition process for RIT Pilot**
  - **Decision Authority – ASD (C3I) – Mr. Stenbit**
- **Navy (NTCSS)**
  - **Virtual Oversight thru use of portal for decisions**
  - **Decision Authority – DASN(C4I/EW/Space) - Dr. Uhler**

Note: NEMAIS and GCSS-M have been removed from the Pilot. Navy has determined that neither were appropriate programs for the RIT Pilot.

Progress/Results To Date

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- **What's working well**
  - Delegation
  - Collaboration between participants
  - The information Portal / AIM *
  - Risk-balanced oversight / EADR * / Virtual Reviews
- **What will require additional attention**
  - Oversight staff (OSD and Component) need to rethink their way of doing business
  - Information required to accomplish oversight needs to be identified
  - More flexible, speedy and responsive Requirements Generation and PPBS processes are needed

* Additional Information Provided on Next Chart

Example of What's Working Well: AIM Portal and EADR Process

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- Using the Army's Acquisition Information Management (AIM) System
  - AIM is the Army's authoritative source for acquisition reporting
    - It supports the Army leadership in the planning, programming, management and execution of acquisition programs
  - AIM portal provides "one-stop shopping" for timely programmatic information during cyclical and ad-hoc reporting windows for the OSD, HQDA, PEO & PM communities
- Evolutionary Acquisition Decision Review (EADR)
  - Oversight based on "Exception Reporting"
  - Oversight team will assess risks, define approach & information required in an "ADM"
  - Continuous Insight via tailored access to real-time program execution information -- no traditional Milestone Decisions
  - No Formal Reporting: Program Assessments through Program Data via Web/Portal
  - Work details through the EADR process

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Conclusions

- RIT recommendations are consistent with the streamlined 5000 and Requirements Generation Process
  - Increased delegation, less burdensome oversight, more innovative techniques, etc.
- RIT results will strengthen the “End-to-End” IT Acquisition process
  - Includes Requirements Generation, PPBS, Acquisition Management, and Testing
- Pilot Programs will continue to implement appropriate RIT recommendations
- Integration of RIT recommendations into the appropriate DoD/Joint Staff policies will continue
  - Lessons learned and early successes will be shared in a knowledge management system
- We will keep you apprised of significant progress or issues

Actions from Sponsors

Reduce risks by applying a Software Acquisition Capability Maturity Model (CMM) to Program and Program Executive Offices and capture lessons-learned for the Sponsors.

Develop a plan for sharing DoD IT acquisition information at all levels through a common Portal.

Pilot data-centric oversight and integration approaches that help ensure the GCSS family of systems will work together to support the warfighter.

Increase emphasis on working with the Joint Staff and Comptroller to create a streamlined and effective life-cycle process that includes requirements, funding and acquisition